



The IMPACT of Scouting and Guiding in EUROPE

Skills for life: a holistic solution

World Association of Girl Guides and Girl Scouts
Association Mondiale des Guides et Eclaireuses



World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout

Over 2 million children and young people in 46 countries in Europe benefit from Guiding and Scouting educational programmes. Different studies show the positive impact Guiding and Scouting has on society. For example

- ◆ According to a study that was conducted in the Netherlands, 160 million Euro per year is saved thanks to the positive effects of the Scouting and Guiding educational programmes on young people and volunteers. This is seen across their health, work and social behaviour.
- ◆ In the UK, external organizations report that staff who had been involved in Scouting were above-average employees in a number of ways, and consequently 41% of interviewed employers declared that a job applicant's involvement in Scouting or Guiding would be a positive influence on their decision to employ them.
- ◆ More than 8 in 10 Guides in Europe have taken action on global issues that they care about since joining Guiding.

Although the benefit of Guiding and Scouting is widely acknowledged, 47% of the Scout and Guide associations have stated, that it has become more difficult to attract external funds over the last three years, with 11% suggesting that it has become much more difficult.

It is for this reason that this report is vital – it not only explains the impact Guiding and Scouting has on society, and the current challenges around fundraising, but it also shares good practices between donors and Guide and Scout associations, whilst highlighting the added value of increased and adapted funding.

This paper has been written in partnership between the Europe Region of the World Association of Girl Guides and Girl Scouts (WAGGGS) and the European Scout Region (of the World Organization of the Scout Movement, WOSM). As a result of the joint evaluation that the Europe Region WAGGGS and the European Scout Region carried out in 2013, both Regions decided to jointly address the need of Guide and Scout associations in Europe to attract the sufficient and the correct funding in order to continue to provide young people with “Skills for life” through high quality educational programmes and volunteering opportunities.

We hope this paper will provide associations with increased awareness on the common needs and possible responses that can be adopted to advocate for the right funding with decision-makers and (potential) donors.

On this basis, both Regions will continue providing guidance to their members on how to effectively influence local and national decision-makers and donors to ensure that Guiding and Scouting holistic contribution to youth development is recognised, valued and supported.

Yours in Scouting and Guiding,



Andrea Demarmels
Chairperson,
European Scout Committee



Corinna Hauri
Chair,
Europe Committee WAGGGS

TABLE OF CONTENT

- 1 Introduction
- 2 Summary
- 3 Studies of impact of Scouting and Guiding on the society and economy: best practices in Europe
- 7 Right quality and quantity of funding to support continued and increased benefits of Guiding and Scouting to young people and civil society
- 10 Good practices and added value of increased and adapted funding



INTRODUCTION

Over 2 million children and young people in 46 countries in Europe develop their skills and benefit from unique experiences thanks to Scouting and Guiding educational programmes. These skills and experiences are transferable to life in general, are required by the job market, and young people who are, or have been, in Scouting and Guiding make a disproportionately high contribution to civic society.

Non-formal education providers like Scouting and Guiding associations continue investing in young people's empowerment, skills development and active participation in the society at all levels. However, they have also been affected by the economic crisis and 21% of Guide and Scout associations in Europe struggled to attract sufficient income to cover their total annual operating costs in 2011-2013.¹ Young people are among the first who pay for the consequences: in order to be able to cover all costs, 37% of associations reduced (or would reduce) the educational offer² and 21% asked (or would ask) their members for higher membership fees or higher contributions to activity costs.

One of the biggest challenges that Guide and Scout Associations face in Europe is access to sufficient funding and the right funding to cover the costs incurred to deliver life changing non formal education and volunteering opportunities for young people.³

In order to address this challenge from a European perspective, in 2013 the European Region of the World Association of Girl Guides and Girl Scouts (WAGGGS) and the European Scout Region (WOSM) agreed to collect evidence from their member associations – which constitutes the basis of this paper – in particular:

- ◆ On their current capacity to address financial needs, ensuring the full delivery of their educational programmes. Evidence from the European national Guide and Scout associations was gathered through an online questionnaire.
- ◆ On their successful experiences in attracting and securing the right funding. In particular research on the impact that Scouting and Guiding have on young people's skills and the society have been identified as a best practice, thus studies of impact were collected and analysed. We are disseminating here the main findings with respect to the current European Agenda.

This paper will present the main findings from the impact studies available in Europe and from the challenges that Scouting and Guiding associations face, and the practices developed. Impact studies have been identified as an effective tool to communicate with a variety of stakeholders, including potential donors, about the positive impact that Scouting and Guiding have on young people and the society.

Within this context, Guide and Scout associations in Europe are increasingly looking for partnership with potential donors to foster the impact of Guiding and Scouting across Europe, to offer Guiding and Scouting to more and more young people, and to enable them to contribute to economic and civic society across Europe.

¹ Evidence was gathered through the online questionnaire from 19 national Guide and Scout associations as shown below in the section 2.

² This refers to the projects and activities in which young people take part.

³ This is one of the outcomes of the Joint evaluation that WAGGGS and WOSM European Regions carried out in 2013.

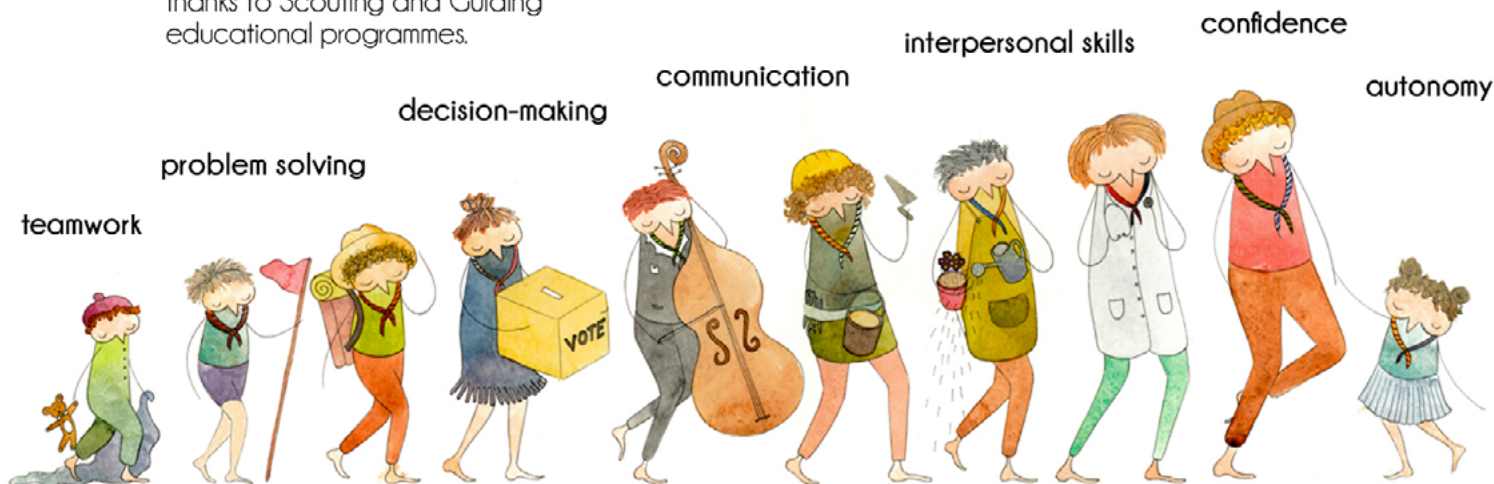
The IMPACT of Scouting and Guiding in

Skills for life: a holistic solution

Many of the skills required by the job market are developed through Guiding and Scouting



Over **2** million children and young people in Europe develop their **Skills** thanks to Scouting and Guiding educational programmes.



ECONOMIC IMPACT

- In the Netherlands the Scout and Guide association saves society **160** million euro thanks to the positive effects of its educational programmes on young people and volunteers' health, work and social behaviour⁵
- The "economic system" generated by the Scout and Guide association in the Netherlands, its youth groups, its suppliers and their own suppliers, pays back to the State in taxes 3.7 times more than the governmental financial support given by the State to the association.⁶

BEST VALUE FOR MONEY

In the UK Scouting and Guiding activities are within the best value for money after school activities children can have access to.⁷

& PARTICIPATION & COMMUNITY ACTION

- More than **8** in **10** Guides in Europe have taken action on global issues that they care about since joining Guiding³
- Scouts are more likely to volunteer for groups outside Scouting than young people not involved⁴

VOLUNTEERING

Scouting and Guiding are volunteer-led organisations. By supporting young people to develop their own sense of self and responsibility, volunteers develop a wide range of skills that are useful not only to themselves, but can also benefit their employers and communities. **2.500.000** hours of volunteering were recorded last year in a French Scout and Guide association, corresponding to **37.600** K EUR⁸

Scouting and Guiding are:

EMPLOYABILITY

41% of employers in the UK would positively consider a job seeker's involvement in Scouting²

BUT WE NEED RESOURCES!

Scouting and Guiding have fixed costs to maintain quality and quantity of activities delivered.



21% In 2011-2013 Scout and Guide associations in Europe were not able to **attract sufficient income** to cover their total annual operating costs. In order to ensure that young people do not suffer the consequences of the crisis, organisations and for that they have to stretch their programmes and resources⁸

Adapted and increased financial support would help Scout and Guide associations to:

- Increase the number from young people benefitting of opportunities available through Scouting and Guiding;
- Make Scouting and Guiding accessible to all young people regardless of their socio-economic status;
- Increase support systems for volunteers.

¹ Valorization of volunteering hours according to French law Scouts et Guides de France, Rapport d'activité 2013 SCDF, 2013.
² The Scout Association and PACEC, Impact Assessment Evaluation of The Scout Association, Ref: 100601ScoutsPACECv2, 2011.
³ World Association of Girl Guides and Girl Scouts, Vision 2020 2012 Evaluation Report, 2013.
⁴ The Scout Association and PACEC, Op. Cit.
⁵ Scouting Nederland and Steward red queen, Socioeconomische impact van Scouting Nederland, 2013.

⁶ Scouting Nederland and Steward red queen, Op. Cit.
⁷ Maths Doctor - Macmillan Science and Education, The cost of afterschool activities in the UK: how much do parents spend?, 2014.
⁸ Evidence was gathered through an online questionnaire from 19 national Guide and Scout associations in 16 countries in Europe (Austria, Denmark, Estonia, France, Ireland, Iceland, Lithuania, Malta, Netherlands, Norway, Portugal, Slovenia, Spain, Sweden, Switzerland, and United Kingdom) representing 980.000 young Guides and Scouts and leaders.

STUDIES OF IMPACT OF SCOUTING AND GUIDING ON THE SOCIETY AND ECONOMY: BEST PRACTICES IN EUROPE

◆ Impact Studies

Guiding and Scouting contribute to the learning and development of young people through the principles of non-formal education and the Guiding and Scouting method in 171 countries in the world, and 46 countries in Europe. At European level, the Europe Region WAGGGS and the WOSM – European Region represent over 2 million Guides and Scouts in 87 national associations in 46 European countries.

Despite being the biggest youth movements in the world, Guiding and Scouting also need evidence-based tools to be able to demonstrate the effectiveness and impact of their educational programme and activities to decision-makers and (potential) donors. An effective and innovative practice that the European Scout Region and the Europe Region WAGGGS have identified is the “impact study”.

Three independent organisations have undertaken studies of the impact on four Scout and Guide Associations, in three different European countries.

- ◆ PACEC⁴ – Public and Corporate Economic Consultants – completed a study of impact of The Scout Association, in the UK;
- ◆ The consultancy firm Stewart Redqueen⁵ undertook a study on the social and economic impact of Scouting Nederland, in the Netherlands;
- ◆ The private institution “YouGov”⁶ reviewed a specific project run by KFUM-Scouts of Denmark.

In addition, the consultancy firm “Voluntariado y Estrategia” recently published a study⁷ on the impact of volunteering on employability, conducting the research on a sample of volunteers from ASDE – Association Scout de España, Don Bosco and Didania. While not focusing exclusively on Scouting and Guiding, ASDE is part of the study and the results are particularly relevant in terms of communication with donors and other stakeholders.

Considering the limited number of impact studies that have so far been carried out by associations in Europe, other reports and impact studies have been consulted and quoted, as their results could be representative of the European reality. In particular, “Girl Scouting work”, the Girl Scouts USA’s study on alumnae⁸ and “Scouting for Skills”, a qualitative research of Demos⁹ – the leading Britain cross party think tank.

In this paper we are presenting the most relevant findings of these studies with reference to the current youth policy agenda at European level. Nonetheless each study explores the impact of Scouting and Guiding with a different perspective. That is to say that the research questions at the basis of each publication, even having similarities, were different. Research questions were aiming at addressing issues relevant to each specific national context, current agenda at the time of the study and in certain case interest of donors and stakeholders.



⁴ Impact Assessment Evaluation of The Scout Association, PACEC Ref: 100601ScoutsPACECv2, Feb 2011.

⁵ Meer dan fiekke stoken en knopen leggen' De maatschappelijke waarde van scouting in beeld, November 2009.

⁶ Målgruppeundersøgelse under projektet Friluftsliv og netværk mellem småbørnsfamilier Komparativanalyse af intern og ekstern målgruppeundersøgelse, October 2014.

⁷ La situación del voluntariado juvenil ante el empleo: competencias y empleabilidad, in the framework of the project RECONOCE; Voluntariado y estrategia, 2014.

⁸ Girl Scouts USA, Girl Scouting works, Report from the Girl Scouting research institute, 2012.

⁹ Demos, Scouting for skills, 2014.

Reading the studies and looking at the ways the findings are used afterwards might be interesting for your organisation. If what is relevant for the current European agenda is not relevant at national level, there might be other findings that can be pertinent in your relations with stakeholders.

Concerning how to disseminate the findings of the study, TSA practice is significant¹⁰: they released an executive summary of the study, together with six different digests targeted to six different stakeholders or specific goals: local business and organisations, fundraising, parents, Member of the Parliament and local Councillors, recruitment, and media. The Scout Association analysed the findings of the study and selected the most interesting content depending on the target they wanted to reach, to provide relevant facts of concern of the audience.

Different methodologies were used to conduct the research; a mixture of quantitative and qualitative methods, such as surveys and questionnaires which were then followed up by focus groups. This is the case of the Impact Assessment Evaluation of The Scout Association” in the UK, where two and a half thousand people shared their views and experiences with PACEC, of these over eight hundred were external stakeholders such as from the corporate business sector and public sector organization. The consultation was first conducted with a survey, and then followed up with focus groups involving a total of 75 people. Also in the study “La situación del voluntariado juvenil ante el empleo: competencias y empleabilidad” a representative sample of almost one thousand and one hundred people were consulted with a survey, followed by a focus group with human resource management from companies that develop corporate volunteering programs.

The study on the impact of Scouting Nederland was funded by the Dutch national lottery, one of their donors. This is a clear example of the positive innovative outcome of constant dialogue between donor and beneficiary and how this can lead to improved and innovative results.

◆ Findings from the impact studies

Young people are among those who suffer the most from the consequences of the economic crisis. Youth unemployment is a particular concern in the European Union and if we look at the statistics, the average rate was 21.7% in July 2014 compared to approximately 15% in the first half of 2008.¹¹ As the International Labour Organisation points out employment is also one of the emerging development challenges for the post-2015 UN development agenda.¹² In the frame of Europe 2020 strategy, the European Commission launched the initiative ‘new skills for new job’ to “better skills upgrading, anticipation and matching” which shows that training on skills that are relevant for the job market is considered a crucial step to fight unemployment in Europe.

While the economic crisis severely hit the young, on the other hand youth participation in the political democratic life at European and national level is also a concern. In 2009 European Parliament elections 71% of young European citizens (under 25 years old) abstained from voting.¹³ This seems to be related to socio-economic factors and contributes to “mutual distrust between political parties and young people”.



¹⁰ <http://members.scouts.org.uk/supportresources/3844/a-report-on-the-impact-of-scouting>

¹¹ European Commission - Directorate-General for Employment, Social Affairs and Inclusion, Employment and Social Developments in Europe, 2014.

¹² ILO, Emerging development challenges for the post-2015 UN development agenda: employment, 2012, www.un.org/en/development/desa/policy/untaskteam_undf/thinkpieces/5_employment.pdf.

¹³ Louis Bouza, Addressing Youth Absenteeism in European elections, International Institute for Democracy and Electoral Assistance - League of Young Voters - European Youth Forum, 2014.

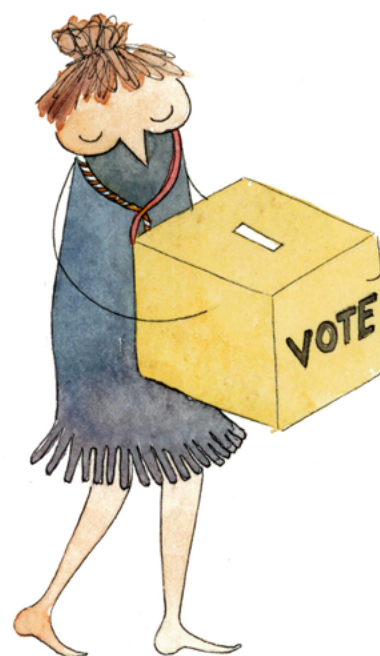
Recent literature has focused extensively on the impact of youth work and volunteering showing their importance concerning active citizenship and acquiring of skills. As a recent McKinsey study¹⁴ points out “Employers have a list of skills they want and need [...] this list is consistent across industries” the report underlines a gap between skills needed in the job market, and what the formal education providers are training young people for. While employers are keen to hire people with soft skills such as **problem solving, teamwork and interpersonal skills**, formal education providers do not have an offer developing these skills. Non-formal education in general, and **Scouting and Guiding** association in particular, **offer an educational programme building these skills**. According to a study¹⁵ done by the University of Bath and GHK consulting ‘there is a match between skills demanded by employers and skills developed in youth organisations’. The soft skills demanded by employer include: **communication, decision-making, team working, confidence/autonomy and numeracy**. As you will see studies of the impact of Scouting and Guiding show that five out of six soft skills are developed taking part in Scouting and Guiding activities, and it pays out in the job market. In all studied associations, findings show that Scouting and Guiding have a significant social and economic impact, with results that would otherwise be difficult to achieve – unless significantly higher investment is made.

“By giving young girls and boys a variety of responsibilities corresponding to their capacities and desires to improve, they develop skills in experiencing the fulfilment of these responsibilities. Usually society does not trust young people, and only in Guiding and Scouting organisations they feel important and part of a project. By letting youth having dreams and giving them the means to develop them, we give [young people] an opportunity to develop new skills and competencies. (...) they develop a wide range of skills and competencies: project management, fundraising, intercultural working, team working, European citizenship...”¹⁶

Civic Engagement – Active citizenship

Volunteering in civil society and education to active citizenship are part of the Scout and Guide Methods¹⁷, this is reflected in the results of PACEC study, that found that **80%** of external organisations surveyed believe that Scouting benefits their organisation; moreover the research shows that Scouts are more likely to volunteer for groups outside Scouting than young people not involved in Scouting. WAGGGS Evaluation Report 2013 shows that more than **8 in 10** Guides in Europe have taken action on global issues that they care about since joining Guiding.¹⁸

In “Girl Scouting works”¹⁹ it is underlined how of Girl Scout alumnae, **77%** vote regularly, compared to 63% of non-alumnae. Furthermore, of longer-term alumnae (that were Girl Scouts for 2 years or longer), 90% are registered to vote, compared to 82% of shorter-term alumnae. Thus it can be seen that having an experience in a Girl Scout association is likely to increase participation to vote and if this experience lasts longer than 2 years, active participation in political life through voting might go up to 90%. Being involved in Girl Scouting also has a positive impact on formal-education results, as 38 Girl Scouts alumnae have attained college degrees, compared to 28% of non-alumnae.



¹⁴ Education to employment Getting Europe's youth into work, McKinsey&Company, 2013.

¹⁵ M. Souto-Oter, D. Ulicna, L. Schaepekens, V. Bogнар, Study on the impact of non-formal education in youth organisations on young people's employability, 2012, European Youth Forum.

¹⁶ Quote from a respondent association to the Donor Advocacy questionnaire.

¹⁷ Key elements in the Scout and Guide educational proposals are: Law & Promise; Learning by doing; Team work; Symbolic framework; Personal progression; Nature; Adult support; and Service in the community.

¹⁸ World Association of Girl Guides and Girl Scouts, Vision 2020 - 2012 Evaluation Report, 2013.

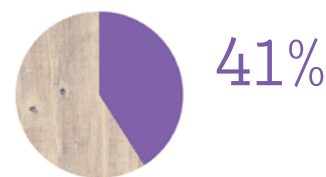
¹⁹ Girl Scouts USA, Girl Scouting works, Report from the Girl Scouting research institute, 2012.

Skills and employability

The mission of Scouting and Guiding is to educate towards responsible citizenship, being respectful of themselves and others. The Scout and Guide educational method is based on work in small groups and learning by doing. Thanks to Scout and Guide activities, young boys and girls, young people, have the opportunity to develop a set of soft skills which are extremely valuable in life and in the job market as well.

As the Stewart Redqueen study points out, Scouting and Guiding teach responsibility and develop leadership qualities. Career opportunities are improved. The PACEC study observes that by allowing their employees to volunteer in Scouting, employers will see improved key skills across a range of attributes, including: character and personal development, confidence, social skills, teamwork ability, leadership ability. This is confirmed by the “Voluntariado y estrategia” study, pointing out that **90%** of volunteers develop more skills such as teamwork, positive vision, interpersonal communication, problem analysis and problem solving. In addition, PACEC interviewed about 800 external organisations, of which 69% declared that Scouting benefited their clients. At the same time the study on ASDE found out that the unemployment rate is 29 points lower than the Spanish youth unemployment rate within the respondents of the survey.

External organisations also said that staff who had been involved in Scouting were above-average employees in a number of ways, and consequently **41%** of interviewed employers declared that a job applicant's involvement in Scouting or Guiding would be a positive influence on their decision to employ them.



Consistently in the research ‘Girl Scouting Works’ it is pointed out how Girl Scout alumnae report a significantly higher household income than non-alumnae. This finding was confirmed, even influencing other demographic characteristics such as socio-economic status and ethnic origins.

Great value for money and economic impact

A recent Sutton Trust study underlines that “a large proportion of parents involve children in regular extra-curricular activities. However, there is still substantial social inequality” meaning that children with a privileged socio-economical background are significantly more likely to be involved in extra-curricular activities than other children. Consistently YouGov found that there is a great interest for parents in involving their children in outdoor activities, but the lack of economic resources might be a barrier. Scout and Guide associations do their very best to offer accessible activities. Recently Mathsdoctor.com²⁰ confirmed that Scouting and Guiding provide the best value for money of all the after-school clubs they surveyed.

The PACEC study indicates that over a third of Scouts agreed that it was unlikely or impossible that they would have had the opportunity to gain the skills of character and personal development, confidence, social skills, teamwork ability and leadership ability in the absence of Scouting.

Moreover the Stewart Redqueen study reveals that Scouting Nederland gives back in taxes (VAT) **3.7** times more than it receives in subsidies. That is to say that the “economic system” generated by the Scout and Guide association in the Netherlands, its youth groups, its suppliers and their own suppliers, pays back to the State in taxes 3.7 times more than the governmental financial support given by the State to the association. Scouting and Guiding certainly provide benefits such as fun, friendship and exciting activities, while at the same time contributing to the wider community on a social and economic level.

Scouting Nederland has a positive financial impact on society of **160** million euro per year; according to the consultancy company Stewart Redqueen this is the money society saves thanks to the positive effects of Scouting and Guiding educational programmes on young people and volunteers' health, work and social behaviour. Volunteering is an integral part of the Scout and Guide educational method, and it's clear that ‘by becoming an adult volunteer in Scouting [and Guiding] and supporting young people to develop their own sense of self and responsibility, adults will also obtain a wide range of skills, useful not only to them, but to their employers and community’.

²⁰ Maths Doctor – Macmillan Science and Education, The cost of after-school activities in the UK: how much do parents spend?, 2014.

RIGHT QUALITY AND QUANTITY OF FUNDING TO SUPPORT CONTINUED AND INCREASED BENEFITS OF GUIDING AND SCOUTING TO YOUNG PEOPLE AND CIVIL SOCIETY

As highlighted in the joint evaluation that WAGGGS and WOSM European Regions (hereinafter referred to as “WAGGGS” and “WOSM”) carried out in 2013, one of the biggest challenges that Guide and Scout Associations face in Europe is access to sufficient funding and the right funding to cover the costs incurred and deliver life-changing non-formal education and volunteering opportunities for young people.

In order to gather evidence from associations WAGGGS and WOSM launched an online questionnaire. Responses were gathered from 19 Guide and Scout associations from 16 Countries (Austria, Denmark, Estonia, France, Ireland, Iceland, Lithuania, Malta, Netherlands, Norway, Portugal, Slovenia, Spain, Sweden, Switzerland, and United Kingdom) representing almost 980.000 young Guides and Scouts and leaders (49% of the total).

The following paragraphs will present the key findings on the challenges, needs and existing good practices related to fundraising.

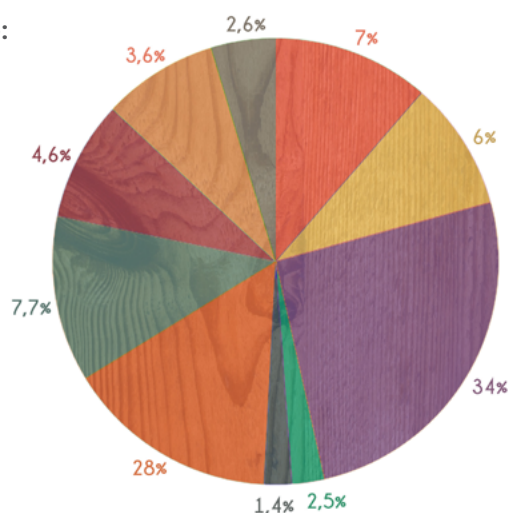
◆ Guiding and Scouting: the best value for money

Recently Maths Doctor¹⁹ confirmed that Scouting and Guiding is among the cheapest provider of all the after-school clubs they surveyed in the UK. Considering the holistic contribution that Guiding and Scouting provide young people with (as outlined in section 1 above), we consider Guiding and Scouting activities are within the best value for money activities children can have access to. Volunteering is one of the pillars of the Scout/Guide method, thus leaders are volunteers. Often also volunteers, resulting in the possibility to offer high cost effective activities, mainly do the support on local and regional level. Another reason is due to education to essentiality. Taking always care of safety and security of children and young adults, Scouting and Guiding educate to a simple lifestyle. Nonetheless Scouting and Guiding activities have fixed costs of meeting places and offices, and the variable cost of activities: material, food, transportation, etc.

◆ Fundraising and fund management: what are the challenges?

Guide and Scout associations were asked to assess their income and expenditure situation in the triennium 2011-2013:

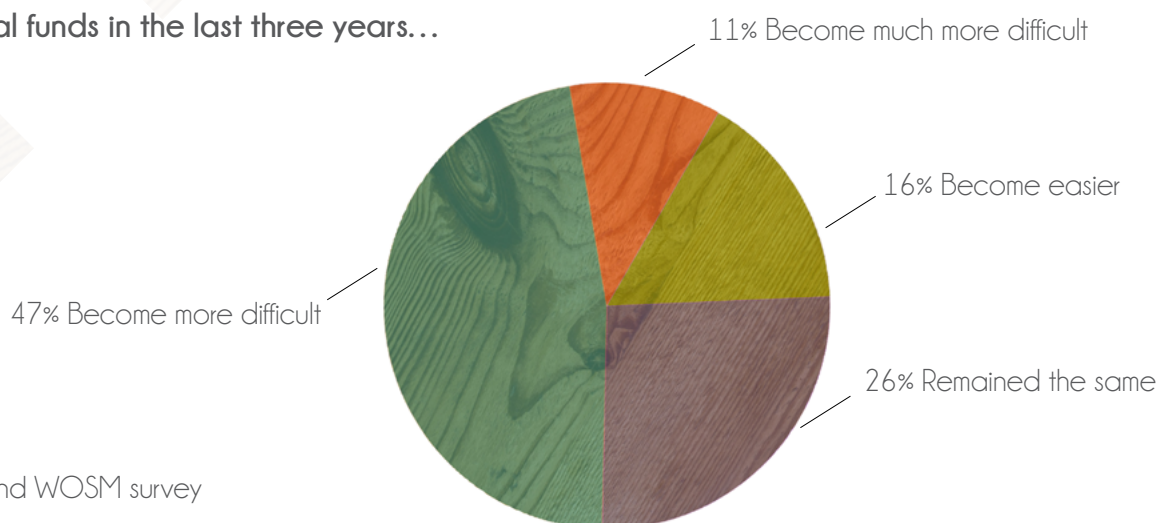
- 34% National or local government grants
- 28% Membership fees
- 7,7% Sales of Guiding / Scouting merchandise
- 7% Participants' contribution to activities
- 6% Rentals or service delivery
- 4,6% Trusts and foundations
- 3,6% Individuals
- 2,6% Private sector companies
- 2,5% Grants from international institutions and bodies (e.g. European Union, Council of Europe, UN, Embassies etc.)
- 1,4% Income from investment or bank interest



Source: WAGGGS and WOSM survey

The financial crisis has an important influence on the ability of Guide and Scout associations to attract external funds (including funds from government and institutions, private sector companies, trusts and foundations and donations from individuals). For almost all the associations located in the countries most affected by the European debt crisis, it has become more difficult or even much more difficult to attract external funds in the last three years.

Attracting external funds in the last three years...



Source: WAGGGS and WOSM survey

37% of the associations mainly suffered loss of income from the gradual but relentless reduction in public funds – in most cases their biggest source of income – due to the governmental measures taken to address the financial crisis. Grants cut result in *“a lot of competition for limited funding and Guide and Scout associations are competing with charities which are perceived as more “charitable” while they are “not considered as an endangered sector”, an association says.* Some respondents have the perception that mainstream topics such as *“voluntary non-formal education work seem to be forgotten”,* in favour of issues causing greater and more visible inconveniences in the society such as poverty. Associations report that *“there is a perception that we are a rich organisation”* and therefore do not need funding to achieve their mission. However, reserves or own funding are crucial to attract external donation and matching the requirement for co-financing contribution. As pointed out, funding *“is always a percentage of the total budget we request. (...) This implies that our association has to be financially stable to ensure the part of self-financing that is not supported by the funding”.* Associations or local Guide and Scout groups often lack own funding to pre-finance the activities which puts them in a difficult position when a grant is paid after the project has started or even after its completion.

◆ Implications for Guiding and Scouting of not securing the right quality and quantity of funding

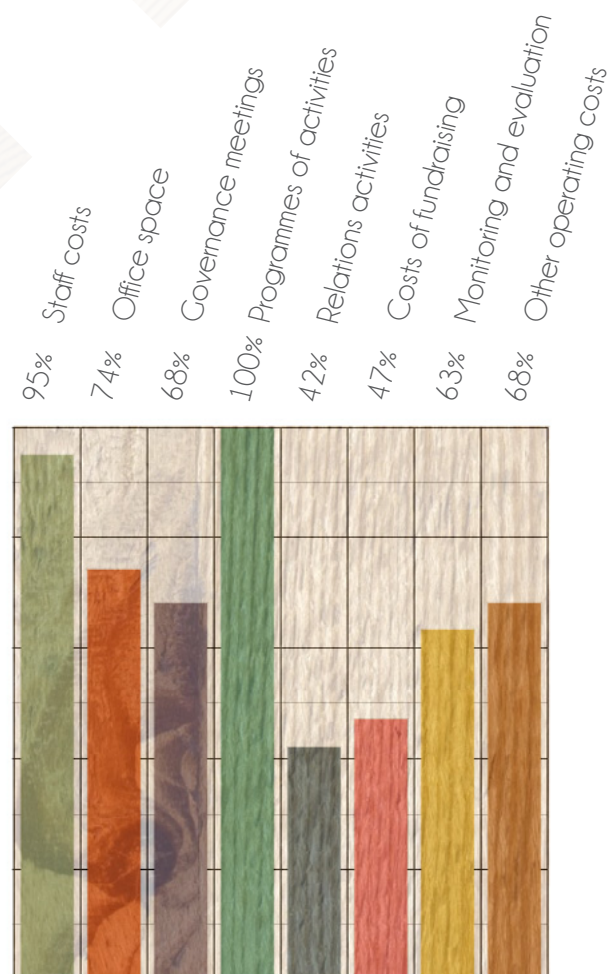
During the last three financial years (2011-2013), **21%** of Guide and Scout associations were not able to attract sufficient income to cover their total annual operating costs. We have asked the 79% of associations who were able to cover total annual costs to describe what measures they put in place, or would adopt in future, to address the lack of sufficient income. The measures mainly address expenditure optimisation, cutting overhead costs and in particular staff; the reduction of projects and activities with young people, in particular training and international opportunities, and increased membership fees.

As young people are the beneficiaries of Guiding and Scouting educational activities and Guide and Scout associations struggle not to pour on them the consequences of the crisis but for this have to stretch their programmes and resources. *“As the country is in recession, we cannot pass the costs onto our youth members, so we feel that we are pulling on all our leader resources to provide the programme to our members with very little additional resource”.*

The costs to which Guide and Scout associations' external donors – here including government and institutions, private sector companies, trusts and foundations and donations from individuals – primarily contribute are:

Guide and Scout associations' receive contributions from external donors – here including government and institutions, private sector companies, trusts and foundations and donations from individuals – for the following costs:

Type of costs for which Guide and Scout associations receive contributions from external donors



Source: WAGGGS and WOSM survey

Despite this range of areas where financial support is available, Guide and Scout associations have struggled to fundraise for some of them over the last three years. In particular, **administrative, operating and staff costs are the most challenging expenditure to raise funds for** as *“most fundraising opportunities are project-based and must fit within a specific theme for a defined time frame” not including core costs*, as administration and staff. Requirements for the activities and projects make it challenging for half of the Guide and Scout associations to raise funds for the themes or target age groups that do not match with donors' priorities.

Receiving funding from external donors has a series of implications for the beneficiary organisation in terms of contract requirements that weigh even more when associations have not diversified their donors. For the majority of Guide and Scout associations, managing external funds in the last three years has remained the same (65%) or become more difficult (24%).

The **growing complexity of the administrative requirements** is perceived as *“difficult to match with a project structure that usually operates on a volunteer basis”* and with the **strategic activities of the association**. The aspects that respondents consider as most demanding are the requirements around visibility, financial reporting and insufficient flexibility from the donors in adapting to changing contexts. For example, the frequency of financial and narrative reporting can be especially demanding for the associations with reduced staff

and volunteer time, who might have to deprioritise other activities to be able to accomplish the reporting requirements. Instability of donations, in particular frequent changing of terms and conditions, amounts awarded, application or reporting procedures and deadlines can destabilise budgetary planning.

Despite certain requirements can be quite demanding for Guide and Scout associations, they generally recognize the need of proportionate and reasonable requirements favouring accountability and mutual trust with the donor.

GOOD PRACTICES AND ADDED VALUE OF INCREASED AND ADAPTED FUNDING

Securing the right type and amount of funding ensures that Guiding and Scouting associations can offer their fullest educational programmes to more young people. The following paragraphs present what solutions Guide and Scout associations have so far put in place to diversify and maintain their income, the existing good practices with donors, and what they would do if able to secure the right quality and quantity of funding.

◆ Actions taken by Guide and Scout associations:

Over the last three years the Guide and Scout associations participating in the online survey have developed different responses to the need of **diversifying and increasing or maintaining their income**:

- ◆ Increased **professionalism** in raising funds and the ability to inspire people, donors or volunteers - which will fundraise on their turn, around the objectives of their actions. A third of the associations increased staff's and/or volunteers' **time and skills capacity for fundraising**, either at national or at local level, depending on structure and strategy.
- ◆ For the associations the increased capacity and time facilitated the development of **networking activities and relations with donors**. Almost 50% of them built different types of partnership with donors and explored new types of donation. Most associations looked at donors they hadn't previously approached.
- ◆ **Active listening and creative thinking** helped both the beneficiary associations and their donors identifying common values and developing innovative actions to reach together their own strategic objectives.
- ◆ Due to co-funding requirements and anticipation of costs, a key factor is the possibility to secure enough resources in case the funding application is successful. Attracting unrestricted donations allow beneficiaries to cover the co-funding and other "less-desirable" costs (e.g. staff or overhead costs), and so relieving the budget. One of the solutions has been restructuring the **membership fee system**, in combination with membership growth in the association brought significant unrestricted income. Other associations explore more the marketing and trading

◆ Good practices between donors and Guide and Scout associations

- ◆ Efforts made in the last three years by Guide and Scout associations to develop different strategies to diversify and increase their income led, among others, to the following good practices: Guides and Scout associations describe their most positive relation with a donor in terms of **quality of the relationship**, based on shared values and mutual respect and collaboration. This relationship becomes even more valuable when it develops in further collaborations and common projects.
- ◆ **Dialogue between the donor and the beneficiary is key for improved and innovative results.**
- ◆ The quality of the partnership is crucial to allow matching the association's and the donor's strategic objectives and focusing on longer-term results. For example, one of the respondent associations and a private company collaborated to **identify areas of specific need** in the association's programmes and how the donor could help addressing them by **providing its expertise and knowledge, with mutual benefit for each other's strategic priorities.**

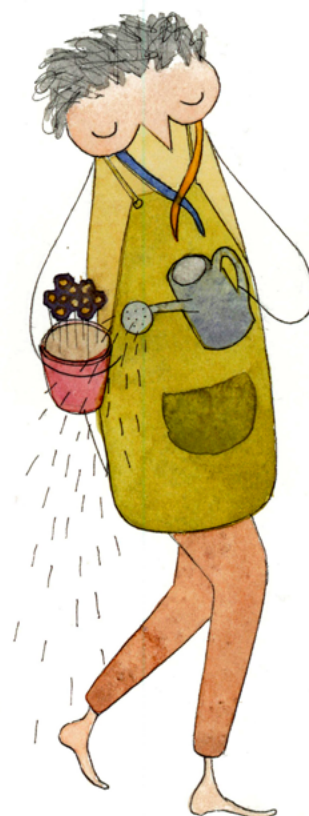
- ◆ Another significant success highlights **the importance of dialogue between the donor and the beneficiary** and how donor supportive behaviour brings **benefits for the respective strategies and visibility**.

"We received one grant to support our rolling out of the Voices Against Violence curriculum from a global development charity. They were very enthusiastic about the project; they remained in email contact throughout the year asking how everything was going and invited [a representative of the association] to speak to their staff all about it for International Women's Day. They are now hoping to link with Girl Guides in other countries to deliver this programme jointly as part of their gender based violence strategy."²¹

- ◆ In another country, for example, the **beneficiaries were involved in shaping the use of the donation**. The authority in charge of local government and communities "set aside a large sum of money to support uniformed youth groups [in the country] and the process for developing and scoping how that money would be spent was reasonably collaborative".
- ◆ Other associations point out the **mutual benefits for the donor and beneficiary from the visibility both give to the project/activity**. The respective networks can be a good way to raise the profile of Guiding and Scouting or of the donor.
- ◆ **Flexible major donations**, in size and duration, have supported associations to reach their strategic objectives by covering key costs and deliver key activities with young people.
- ◆ The **development of strong and sustainable partnerships** between beneficiary and donors were key to ensure the sustainability and the follow-up of a project.
- ◆ Develop an evidence-based tool, to show donors the impact of Scouting and Guiding in Society and on the economy.

Donors' supportive behaviour has been crucial in most of the recent Guide and Scout associations' fundraising successes. **Donor requirements** can be less challenging if **proportional to the donation and if they allow strengthening the relationship with the donor with positive longer-term impact**. Here are some practical suggestions:

- ◆ Identify with the beneficiary common values and areas of work so that both the donor and the beneficiary gain from the partnership;
- ◆ Allow the beneficiary association to determine what costs are more strategic to achieve its objectives through adapted size and flexible donations;
- ◆ Including operational and staff costs among the eligible costs would facilitate the running of the associations and structures for an increased support to volunteers and leaders in delivering high quality and rich educational programmes to young people;
- ◆ Proportionate the co-funding requirements to the size of the grant in order to facilitate associations' with reduced resources fundraising;
- ◆ Invest in longer-term partnerships with the beneficiary to support their sustainability and the implementation of strategic programmes and projects;
- ◆ Support associations through monetary and in-kind donations (i.e. meeting spaces, materials, etc.), giving knowledge, expertise and visibility, and be open to explore other ad-hoc innovative ways with the beneficiary;
- ◆ Offer paid leave to the volunteers and leaders running projects and programmes.



²¹ Quote from a respondent association to the Donor Advocacy questionnaire.

◆ Adapted and increased financial support to reach more young people

To sustain the work that Guide and Scout associations do, they need – among other kinds of support – the right funding both in qualitative and quantitative terms. Additional suitable funding would enable Guide and Scout associations to increase the number of young people involved in Guiding and Scouting – from within and outside the movement – and improve the quality and quantity of the programmes and activities delivered to their young members. The ultimate goal is reaching their Guiding and Scouting visions and missions for the empowerment of young people to become active and responsible citizens at all levels. In order to achieve their missions, respondent associations stated that with additional funding they would be able to:

*Further
integrate young
people with disabilities
or from disadvantaged
backgrounds in
Guide and Scout
associations*

*Increase
the support that
Guiding and Scouting
associations can offer to
young people with
disadvantaged
socio-economic
status*

*Increase the number
of activities and
programmes for youth
development*

*Offer volunteering
opportunities – with related
training and support structures
– to more young people to
gain life skills that can be used
beyond Guiding
and Scouting;*

*Offer young people
more opportunities to
participate in training and
international events*

*Strengthen
existing local group
or create new, to involve
more young people at
local level in areas where
Guiding and Scouting
are not present*

*Deepen the
knowledge around certain
topics in the association and as
a result increase impact of the
association with the
local, regional or national
communities;*

*Increase their staff
capacity to offer greater
support to the volunteers
in specific areas;*

*Improve the external
profile of Guiding and Scouting
so that more young people
are informed about the
opportunities available with
Guiding and Scouting;*

*More freedom in allocating
funds to the most strategic
areas of work for the
organisation*

*Increase the visibility
of Guiding and Scouting,
in particular its impact
on young people and the
society, so that network
with partners
and donors;*

CONCLUSIONS

Guiding and Scouting have a positive impact in overcoming the challenges and decisions that policy-makers care the most about – such as their participation in the political arena, their skills and employability – as they offer solutions through non-formal education in communities and countries.

However, in order to support the continuation and expansion of the benefits of Guiding and Scouting to young people they need the right quality and quantity of funding. Guide and Scout associations described the “right funding” as flexible, proportionate to requirements, transparent, based on mutual trust and accountability, allowing synergies between donor and beneficiary for longer-term impact on the empowerment of young people.

Therefore, Guide and Scout associations in Europe wish to work in partnership with decision-makers and potential donors to continue supporting non-formal education, volunteering and increase the impact of Guiding and Scouting across Europe: offer Guiding and Scouting to more and more young people and to enable them to contribute to economic and civic society across Europe.

We encourage the use and dissemination of our publication for non-commercial, educational purposes.

Copyright, Illustration ©2015 Marta Ruffa



World Association of Girl Guides
and Girl Scouts
Europe Region
Rue de l'Industrie 10
B-1000 Brussels, Belgium
T: +32 (0)2 893 24 20
europe@europe.wagggsworld.org
www.europe.wagggsworld.org



World Organisation of the
Scout Movement
European Scout Region
Rue de l'Industrie 10
B-1000 Brussels, Belgium
T: +32 2 893 24 35
europe@scout.org
www.scout.org/europe